

WORKSHOP

LEADERSHIP.local

EFFECTIVE TEAMS C: MANAGING CONFLICT

making, maturing, and
multiplying disciples of
Jesus Christ for God's glory

st bart's

LEADERSHIP.local *Managing Conflict*

Pre-Work

In Pairs:

- a. How does conflict make you feel?
- b. When was a time that you witnessed conflict being addressed in a constructive way?

**GETTING
ORIENTATED**

MANAGING
Conflict

st bart's

01

INTRO
to Conflict
Management

02

Understanding
Your Conflict
STYLE

03

HOW TO
Manage
Conflict

WHAT IS CONFLICT? • 9 STAGES OF CONFLICT

Definition

“Conflict is a process that begins when an individual or group perceives differences and opposition between itself and another individual or group about interests, beliefs, values, or practices that matter to them.” — DE DREUE & GELFAND (2008)

Noting:

- May be real or perceived.
- A dynamic process not singular event.
- There are common sources.
- Can be experienced personally, between individuals, or groups.
- Unmanaged can escalate rapidly.
- Is normal (and to be expected!) *and is not necessarily always bad.*

Types of Conflict

Intrapersonal: within oneself (e.g., *values vs. responsibilities*).

Interpersonal: between individuals.

Intragroup: within a team/ministry.

Intergroup: between groups (e.g., *ministries competing for space*).

Passive-Aggressive: indirect resistance (e.g., *avoidance, sarcasm*).

Community/Organisational: broader disputes across the congregation.

Step 1 In Pairs

Step 1A: Can you think of a time in which conflict led to better outcomes and/or teamwork?

Step 1B: Have you ever experienced conflict intensifying rapidly?

Conflict Intensity

PROBLEM TO SOLVE

Open discussion, good communication.

DISAGREEMENT

Sides forming, still resolvable.

CONTEST

Winning is more important than solving.

FIGHT/FLIGHT

Attack/withdrawal, relationships damaged.

INTRACTABLE

Destructive, splits likely.

— SPEED LEAS, ALBAN INSTITUTE (1998)

WHAT IS CONFLICT? • 9 STAGES OF CONFLICT

PHASE A: Win-Win Rational

PHASE B: Win-Lose Emotional

PHASE C: Lose-Lose Combative



Stage 1: Tension

Small disagreements, tension noticed.

Stage 2: Debate

Positions harden, “I’m right, you’re wrong.”

Stage 3: Actions Instead of Words

Communication breaks down, actions taken without consulting the other.

Stage 4: Coalitions

Stereotypes form, people gather allies.

Stage 5: Loss of Face

Public humiliation or disrespect escalates conflict.

Stage 6: Threat Strategies

Ultimatums, pressure tactics, “if you... then we...” statements.

Stage 7: Limited Destruction

Goal shifts to hurting the other, *even at personal cost*.

Stage 8: Total Annihilation

Enemy image, *attempts to destroy relationships/system*.

Stage 9: Together into the Abyss

Mutual destruction, both sides accept harm to self as long as the other loses too. (e.g, Samson!)

Step 2

In Pairs

Step 2A: Why do you think most people find conflict unsettling?

Step 2B: What spiritual resources do we have in the face of conflict (and for when conflict goes unresolved)?

THOMAS & KILMANN STYLES

Management Styles

Conflict Management Styles are simply ways of thinking about different approaches to responding to conflict.

— ADAPTED FROM THOMAS & KILMANN (1975)

Assertiveness: Attempting to satisfy your own needs or wants (*sometimes understood as how important the **goal** is to you*).

Cooperativeness: Attempting to satisfy the other person's needs or wants (*sometimes understood as how important the **relationship** is to you*).

Step 3 In Pairs

Step 3A: Which of these styles most reflects how you typically respond?

Step 3B: What are the advantages & disadvantages of each style?



Step 3 (continued) Individually

Step 3C: Complete the Questionnaire
and then add up your items

Step 3D: Compare at your table

MANAGING Conflict

Step 2:






a) Why do you think most people find conflict unsettling?

b) What spiritual resources do we have in the face of conflict (and for when conflict goes unresolved)?

Step 3:

a) Which of these styles most reflects how you typically respond?

b) What are advantages/disadvantages?

ADVANTAGES	DISADVANTAGES
	
	
	
	
	

CONFLICT MANAGEMENT STYLES

COMPETING
Asserting your own position firmly, even if it means the other person doesn't get what they want

COLLABORATING
Engaging fully with the other person to explore solutions that work for both

COMPROMISING
Finding a mutually acceptable middle ground where each gives up something.

AVOIDING
Not addressing the conflict directly, either by delaying or withdrawing from it

ACCOMMODATING
Setting aside your own preferences in order to meet the other person's needs

Individual Homework

(a) Share your conflict management style with someone who knows you well — ask them when they see this as helpful and when as a hindrance (b) If there is a conflict in your team (or another frontline) at the moment — consider what you've learnt (about conflict) and how best to address it

Team Homework

Are there areas of conflict in your team? How are you addressing it together?

KEY APPROACHES

1

Pause: Be Self-Aware

- Pray and ask for God's help.
- Take some time to reflect (Am I seeking peace or proving a point?)
- Consider what is really bothering you.
- Remember your conflict style?

2

Look: Be Situation Aware

- Define the problem clearly.
- What stage is this conflict at?
- Who else is involved?
- Does it need to be addressed?
- Is there an urgent need?

3

Consider: How Best to Respond

- Separate the problem from the person. *(Give them the benefit of the doubt and remember love covers a multitude of sins!)*
- Take time to actively listen. (Words once spoken can be hard to undo!)
- Seek (confidential) advice if not sure.
- Consider both *when* (don't let the sun go down or sleep on it?) and *how*.
- Keep things in perspective.
- Have a proportional response: e.g., *An early stage disagreement might only need a simple and honest conversation. A more complex and developed conflict will likely require external assistance.*

4

Act: Find a Resolution

- Be a loving peacemaker.
- Help everyone to be honest about the situation.
- Be willing to find the best solution according to what God desires. e.g.,
- **Win-Win (Collaboration)** - *Creative solutions together.*
- **Make a Call (Competing)** *Need to make a quick clear decision.*
- **Give and take (Compromise)** *Fair middle ground.*
- **Let it Go (accommodate/avoid)**
- Be willing to apologise and forgive.
- Sometimes we can't resolve every conflict (the role of lament, prayer, and carry one another's burdens).

Homework

Individual: (a) Share your conflict management style with someone who knows you well — ask them when they see this as helpful and when as a hindrance (b) If there a conflict in your team (or another frontline) at the moment — consider what you've learnt (about yourself, the nature of conflict, and how best to approach) and consider how to approach it.

Team: Are there areas of disagreement that would be assisted by addressing it together?

MANAGING Conflict

Step 2:



a) Why do you think most people find conflict unsettling?

b) What spiritual resources do we have in the face of conflict (and for when conflict goes unresolved)?

Step 3:

a) Which of these styles most reflects how you typically respond?

b) What are advantages/disadvantages?


ADVANTAGES	DISADVANTAGES
	
	
	
	
	

CONFLICT MANAGEMENT STYLES

Pause



COMPETING
Asserting your own position firmly, even if it means the other person doesn't get what they want



COLLABORATING
Engaging fully with the other person to explore solutions that work for both



AVOIDING
Not addressing the conflict directly, either by delaying or withdrawing from it



COMPROMISING
Finding a mutually acceptable middle ground where each gives up something.



ACCOMMODATING
Setting aside your own preferences in order to meet the other person's needs

COOPERATIVENESS

Individual Homework

(a) Share your conflict management style with someone who knows you well — ask them when they see this as helpful and when as a hindrance (b) If there a conflict in your team (or another frontline) at the moment — consider what you've learnt (about the nature of conflict, and how best to approach it)

Team Homework

Are there areas of disagreement that would be assisted by addressing it together?